Public Service Commissioner

ANNUAL REPORT 1984

Alberta

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TABLE OF CONTENTS

Transmittal Letters ____ 3 & 5

Organization Chart and Functional Statements ____ 6 & 7

Employee Relations Division ____ 8

Management Services Division ____ 11

Departmental Services Division ____ 13

Organization Development Division ____ 17

Special Projects Division ____ 19

Southern Alberta Region ____ 20

Statistics ____ 21

Alberta
PERSONNEL ADMINISTRATION

Office of the Minister

222 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-0158

Honourable Gerard Amerongen
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

It is with a great deal of pleasure that I submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1984.

Yours truly,

Greg Stevens

GREG STEVENS
Minister Responsible for
Personnel Administration

Attachment

Alberta
PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011-109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

The Honourable Greg Stevens
Minister Responsible for
Personnel Administration
Room 222 Legislature Building
EDMONTON, Alberta

Sir:

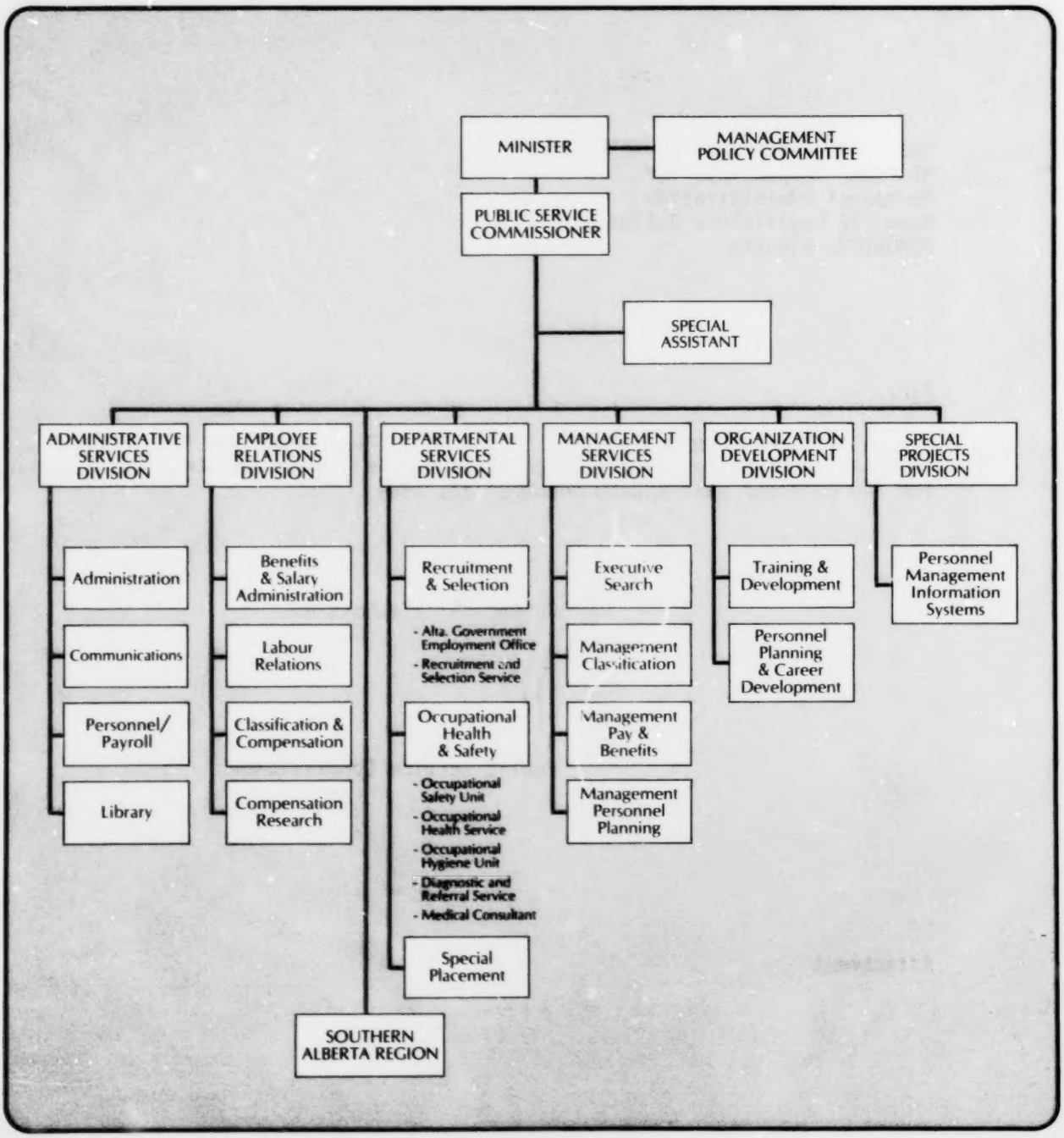
I have the honour to submit to you the Annual Report of the Personnel Administration Office pursuant to the Public Service Act, for the calendar year ending December 31, 1984.

Respectfully submitted,

J. E. DIXON
Public Service Commissioner

Attachment

Personnel Administration Office
Functional Organization
December 31, 1984



PERSONNEL ADMINISTRATION OFFICE FUNCTIONAL STATEMENTS

PUBLIC SERVICE COMMISSIONER

Provides advice to the Minister and government on personnel policy and legislation, and develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program which is implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

EMPLOYEE RELATIONS DIVISION

Responsible for the negotiation and administration of collective agreements, the development and administration of benefit programs, the research of compensation trends, and the administration of the bargaining unit and excluded and opted out position classification system.

MANAGEMENT SERVICES DIVISION

Responsible for the recruitment and selection of senior managers, and for recommending and developing the terms and conditions under which they are employed. The division is also responsible for developing plans to meet the long-term requirements for managerial personnel.

DEPARTMENTAL SERVICES DIVISION

Responsible for staffing activities in the Alberta Public Service. Administers an Occupational Health and Safety Program for all government employees and a program to assist disabled citizens of Alberta in obtaining meaningful employment in the public service.

ORGANIZATION DEVELOPMENT DIVISION

Provides consulting services to assist departments in achieving effective development and utilization of their staff consistent with the needs of the Alberta Public Service and the employees. This includes assisting departments to identify needs, designing and conducting developmental programs and co-ordinating the use of outside training institutions. Responsible for co-ordinating employee performance appraisal, workforce planning (non-managerial) and career assignment programs. Responsible for the Personnel Planning and Career Development Program for Women and Native people.

SPECIAL PROJECTS DIVISION

Responsible for assigned projects which usually arise from programs which cross divisional lines or from new programs which will eventually pass to another division to administer. Provides consultative advice to the Public Service Commissioner and all divisions on electronic data processing (including office automation) and legislation.

SOUTHERN ALBERTA REGIONAL OFFICE

Develops and provides personnel administration services in the Southern Alberta Region as representatives of all divisions of the Personnel Administration Office with the regional office located in Calgary.

ADMINISTRATIVE SERVICES DIVISION

Provides personnel, financial, library, communications and general administrative services to the Public Service Commissioner and all divisions of the Personnel Administration Office.

EMPLOYEE RELATIONS DIVISION

Negotiations commenced with the Alberta Union of Provincial Employees for the renewal of the Master Agreement and the twelve Divisional sub-agreements, which remained unresolved at the end of the year.

During 1984 a new Introductory Employee Relations Training program was initiated as part of the emphasis on training in the employee relations program.

BENEFITS AND SALARY ADMINISTRATION

Long Term Disability Plan

This employee benefit is an income replacement plan for employees who become unable to work because of long-term illness or disability. The level of benefits is 70 percent of salary, up to certain maximums, subject to the approval of an independent third party claims adjudicator.

April 1, 1983 to March 31, 1984 was the eighth year that the plan has been in effect. During that year, benefits were approved for 259 new claimants, with a total of 506 employees in receipt of long term disability insurance (LTDI) benefits at the fiscal year end. Benefits were discontinued for 245 recipients; approximately 63 percent or 154 employees having returned to work.

An adjustment of up to three percent was granted during 1984 to LTDI benefits. This increase assists recipients by providing a protection against inflationary pressures.

Emphasis, in the plan administration, had been on efficiency and effectiveness, providing consultative assistance to departments in their role with LTDI recipients, and the re-employment and rehabilitation of those employees who are capable of rejoining the workforce.

Group Life Insurance Plans

These plans provide group life insurance benefits for insured employees equivalent to one or two and a half times the employee's salary up to an established maximum. Another component under these plans is additional insurance covering accidental death and dismemberment (AD & D). The premiums for group life insurance and AD & D are shared by the government and the employee. Optional dependent's life insurance coverage, providing benefits to an employee in the event of the death of a spouse or dependent children, is also available. The plan for management and excluded employees also provides optional life insurance with the premiums paid entirely by the employee.

The group life insurance plan for bargaining unit employees paid benefits to the beneficiaries of 65 deceased employees during the policy year ending March 31, 1984. The average of each claim paid was $52,108. Additional benefits under AD & D were paid on six claims, averaging $57,500 each. All of these claims were paid as a result of accidental death. Under dependent's life insurance, 21 claims were paid for a total of $81,000.

The group life insurance plan for management and excluded employees, paid six claims averaging $78,500 per claim. In addition, one claim provided benefits under the Optional Group Life Insurance of $39,000. Four claims totalling $17,000 were paid to employees covered for dependent's life insurance.

Travel - Occupational Accident Insurance Plan

This benefit, covering employees in the event of death or dismemberment while performing their duties or travelling on authorized government business, provides a maximum coverage of four times annual salary up to $100,000. This is integrated with the coverage for Accidental Death and Dismemberment under the Group Life Insurance Plans. As of March 31, 1984, four claims were paid at an average of $52,500 per claim.

Dental Program

The program, funded totally by the government, reimburses a portion of the eligible dental expenses incurred by employees and dependents up to specific maximums. Coverage begins after an employee has had one year of service.

Additional optional coverage, which increases the portion of dental expenses reimbursed and removes the maximum reimbursement level, is available to management and excluded employees, at their expense.

As of December 31, 1984 the bargaining unit plan paid out $5,328,000 in claims and $2,001,000 was paid on behalf of employees in the Management and Excluded Dental Plan, which also included those claims paid under the optional component of the program.

Extended Medical Benefits Plan

This benefit is available to all eligible employees on a voluntary participation basis and monthly premiums are equally shared between the government and the employee. After a deductible of $15.00 per benefit year, participants to the plan are reimbursed 80 percent of prescription drugs and medication. Other insurable medical expenses, excluded from the Alberta Health Care Insurance Plan, are also covered. During the most recent benefit year ending

June 30, 1984, $3,099,000 in claims were paid under the plan.

COMPENSATION RESEARCH

Throughout 1984, the Compensation Research Section conducted in-depth studies and research to provide timely economic and market data used during negotiations affecting bargaining unit employees. The monitoring, analysis and reporting of changing market trends and economic conditions in support of the collective bargaining process became the focal point of the section's activities. During the latter part of 1984, the section concentrated its efforts on developing an extensive profile of both the recent and current economic environment and its impact on compensation.

In addition to the major role of providing support to negotiations, a wide variety of issues and projects was handled for the division during 1984. The section evaluated the effectiveness and usefulness of micro-computer applications in meeting the division's requirements, promoted the increased use of micro-computers through enhancements to existing facilities, and encouraged the implementation of appropriate applications. A major project undertaken the previous year, the Negotiations Costing System is now being tested by users. Monitoring and development will continue.

Considerable effort was devoted towards improving the accuracy of data reported by Statistics Canada about provincial government employment by working closely with the Alberta Bureau of Statistics and communicating with Statistics Canada, to resolve past difficulties.

As in previous years, advice and recommendations were provided in response to various requests with respect to part-time committee remuneration. Also, assistance was given in the development of the new Employee Relations Training Module by providing the necessary resource on the compensation-related portion of the course for non-bargaining groups. The section continued to participate, on behalf of the Government of Alberta, in a multitude of compensation surveys conducted by outside public and private organizations. As in past years, ongoing advice and recommendations were provided on numerous pay-related matters.

CLASSIFICATION AND COMPENSATION

The continued restraint program limited series review activity during 1984. During this past year, three class levels were established (Correctional Service Worker I-III), no class levels were abolished, and thirteen class levels (Administrative Officer II, Branch Administrator I-II, Municipal Administrator I-II, Equipment Operator I-IV, and Word Processing Operator I-IV for Treasury Branches) remain outstanding subject to resolution of binding arbitration.

The Classification Appeal Board for Bargaining Unit and Opted Out and Excluded positions received 33 appeals during the year, with four appeals carried over from 1983. The latter four were denied by the board. Five of the 33 appeals received during 1984 were abandoned by the appellants, two were invalid, five were withdrawn by the appellants, three were granted by the department, and 11 were denied by the board. The remaining seven are carried over to 1985.

Training was provided to 96 line managers from departments to assist them in carrying out their responsibilities related to decentralized classification. This was accomplished by presenting three, three-day courses and four, two-day courses. Forty-five personnel administrators attended three, one-day workshops, Preparing for the Classification Appeal.

The Classification and Compensation Section continued to monitor decentralized classification activity through the Review and Reporting System. An annual report summarizing this activity for each department and across the government will be distributed to departments in the new year. The section also conducted internal testing of the system's operation and results which confirmed that criteria established for the successful operation of the system are being met.

LABOUR RELATIONS

Collective Bargaining

Collective bargaining with the Alberta Union of Provincial Employees concerning the Master and twelve Divisional Agreements commenced in early 1984. The Union proposed substantial salary increases, greater benefits and improved working conditions while the Employer proposed no salary increases, and other measures to reduce payroll costs and increase operational efficiency. Despite many meetings between Employer and Union representatives, the parties were unable to conclude a collective agreement although they did agree on a two year term.

The Union applied to the Public Service Employee Relations Board on three separate occasions for the establishment of an arbitration board to resolve items in dispute with respect to the Division 1 Agreement. The second application was withdrawn and the other two applications were denied by the Board. The Board remarked that resolution of Master

EMPLOYEE RELATIONS DIVISION

Agreement issues would likely promote resolution of items in dispute under each Division Agreement. The Board was also unanimously of the view that items in dispute for all twelve Divisions should be dealt with by one arbitration board. The Union has filed a Court application to quash the latest decision of the Board and compel the Board to reconsider the Union's application for an arbitration board to be established for Division 1.

The Board also rejected the Union's first application for arbitration of Master Agreement items in dispute. Following unsuccessful mediation, the Union again applied for arbitration and the Board agreed to establish an arbitration board to resolve the Master Agreement segment of the dispute. This will be the first time that Master Agreement issues are referred to arbitration. An extensive examination of the issues by the Board resulted in a number of proposals being declared non-arbitral. The Union and the Employer have each requested that the Board reconsider a number of decisions relating to arbitrability. The arbitration hearings will commence in 1985 while the Courts deal with any applications relating to the arbitration process. Meanwhile negotiations continue with respect to the other eleven Division Agreements.

The Employee Relations Division also provides negotiation services to the Alberta Research Council, the Alberta Alcoholism and Drug Abuse Commission, the Alberta Mortgage and Housing Corporation, and the Alberta Liquor Control Board. Negotiations are continuing for the other boards and agencies into 1985.

Grievances

During the course of 1984 there were 252 grievances filed at various stages of the grievance procedure. With the grievance backlog of 318 from previous years, the combined total of grievances to be processed in 1984 was 570.

Out of this combined total, 438 grievances were resolved. The majority, 378, were resolved at levels two and three of the grievance procedure and the remaining 60 were scheduled for a hearing before the Public Service Grievance Board. Twenty-two grievances were settled or withdrawn prior to hearing and ten were adjourned for various reasons. The board adjudicated 28 grievances, of which six were upheld, 14 dismissed, and eight decisions are pending.

As of December 31, 1984 there were a total of 132 grievances outstanding; 81 were at level four to be scheduled for a hearing, or scheduled but not yet heard.

Consulting Services

The Consulting Services Branch established itself as the primary contact for departments in labour relations matters. Consulting Services provides contract interpretations, advice and assistance to departments in resolving labour relations problems, and provides information on labour relations issues.

Training

The Training Branch develops and presents employee relations courses for personnel administrators and line managers. In 1984 three training programs were presented as follows:

Introductory Employee Relations Program

Four sessions of this program were presented to approximately 60 members of the personnel community. Each four-day session is designed to familiarize personnel administrators with the employee relations process.

Managing the Unsatisfactory Performer

This program, conducted in conjunction with the Organization Development Division, was presented in three sessions to approximately 70 participants.

Management Development Program

This program is conducted in conjunction with the Organization Development Division as a one-day workshop component of a five day program. Ten sessions were conducted.

MANAGEMENT SERVICES DIVISION

During 1984, the division continued to provide professional advice and services to program departments and to boards and agencies in the areas of executive recruitment, management compensation and management personnel planning.

The division also carries the responsibility for activities related to the coordination and development of the personnel community across the public service. A major secondment involving four senior personnel managers, two from two program departments and two from the Personnel Administration Office, was a highlight of achievements in this area in 1984.

Other major divisional accomplishments during the year included involvement in executive recruitment at the deputy minister level and the provision of considerable counsel and assistance to departments in the areas of downsizing the public service and performance in the management and excluded employee groups.

EXECUTIVE SEARCH

The Executive Search Section provides recruiting services for professional/executive positions to assist departments in their search for senior managers.

Staffing activity in the section was slightly above the level of the previous year with a total of 33 senior positions under recruitment during 1984, eight of which were still in process as of the year end.

Approximately 55 percent of all competitions for positions were advertised as open to all interested candidates, 18 percent were limited to government employees only, and 27 percent were departmental, that is, only departmental employees were eligible for competition.

Of the total number of positions handled, 20 were at the Executive Officer I level, five at the Executive Officer II level and eight positions were at the Senior Officials level. The final figure reflects the section's increased involvement in 1984 with searches for Deputy Ministers and Senior Officials. Of the 24 positions filled as of year end, 13 or approximately 54 percent were taken by internal candidates.

A total of 12 positions were exempted from the competition process, nine of which were lateral transfers or promotions and three were commencements.

Considerable time was spent in processing an increased number of applications, responding to public requests for information, referring resumes and counselling on career opportunities.

Executive Search also provided assistance to Executive Council, Legislative Assembly and outside Crown Agencies and Boards in the staffing of other senior positions. Of particular note was the service provided by the section to the Legislative Assembly in the recruitment of the Ombudsman. In the course of the competition, approximately 400 applications were reviewed, 47 preliminary interviews were conducted and assistance was provided during the final panel interviews of the 24 candidates.

Together with the Organization Development Division this section commenced its working relationship with the federal-provincial Western Career Assignment Program Pilot Project in the identification and selection of developmental assignments for the four selected Alberta managerial candidates.

MANAGEMENT CLASSIFICATION

The Management Classification Section is responsible for the managerial classification function as well as providing an advisory service to departments regarding organizational structure. In 1984, a total of 914 classification requests were reviewed and processed by the Management Classification Section, an increase of 163 or 22 percent over 1983. Major classification activity occurred in the Departments of Public Works, Supply & Services, Housing, Economic Development, Social Services and Community Health, Agriculture, and the Alberta Agricultural Development Corporation.

Of the 16 classification appeals submitted to the Management Classification Appeal Board in 1984, four were denied by the Board, six were withdrawn and three were granted. The remainder were carried forward into 1985. Of the four classification appeals carried forward to 1984, three were denied and one was withdrawn. There were no appeals submitted to the Executive Officer Appeal Board during the year.

Other activities of the Section during 1984 included completion and distribution of the Management Allocations Guide Manual and a brochure entitled *The Management Classification Guide*. The occupational family structure of the Management Classification Plan was also reviewed with the assistance of a private consulting firm. Many of the consultants' recommendations have been implemented and others remain under active consideration.

MANAGEMENT SERVICES DIVISION

MANAGEMENT PAY AND BENEFITS

This section is responsible for all aspects of management pay, benefits, foreign service employment, discipline, contract employment and administration of the code of conduct, including the interpretation, maintenance and amendment of applicable regulations and guidelines.

Salary ranges for the management group remained unchanged from their 1983 levels.

During 1984, management and opted out and excluded employee relations activities increased by 37 percent over the previous year. The areas in which the demand for consulting service was greatest included management discipline, the Code of Conduct and Ethics and position abolishment and redeployment, as it relates to the government's commitment to downsizing the public service.

Management Pay and Benefits is also responsible for assessing those positions within Crown Boards and Agencies that currently are eligible or may be eligible for participation in the Management Pension Plan. New guidelines for participation by the Crown Boards and Agencies were developed by the section and approved by the Management Policy Committee of Cabinet in 1984.

MANAGEMENT PERSONNEL PLANNING

The Management Personnel Planning Section is responsible for developing policy and procedures with respect to service-wide management personnel planning, performance appraisal and, in cooperation with the Organization Development Division, management development.

Additional progress has been made in implementing the management personnel planning policy approved in 1983. Emphasis has been placed on a greater use of management positions for developmental purposes and on increasing the versatility and competence of managers through exposure to different program areas. Consultation was undertaken with all departments to establish workable procedures towards this objective. The current economic situation emphasizes the importance of this approach to personnel planning and development.

The service-wide application of the Management Performance Appraisal System was reviewed during the year and changes made to ensure continuity of the system and to maintain a corporate record of the performance of managers. This system has been in operation for 10 years and has resulted in uniform criteria on which to assess managerial performance across the public service.

Other activities of the section during the year involved research with respect to a Management Development model in cooperation with the Organization Development Division, support to departments regarding restraint measures that affect managers, a comprehensive review of procedures for maintaining employees at foreign posts, and support for the Western Canada Career Assignment Program.

In addition to these policy initiatives, consultation and support were provided to divisions within the department and to other departments for departmental personnel planning, and management performance appraisal purposes.

DEPARTMENTAL SERVICES DIVISION

In 1984 the division provided a consulting service to departments in the area of downsizing the public service and redeployment of employees.

As part of the government's privatization activities, as outlined in the 1984 Speech from the Throne, the Temporary Staff Service Program was discontinued on June 1, 1984 and departments began using private sector staffing firms when recruiting workers for temporary employment.

All departments received copies of the new Recruitment & Selection Manual, which will serve as a comprehensive source of related policies and procedures.

Fifty-nine work experience projects provided on-the-job experience for clients of the Special Placement Program this year.

Highlights in the area of occupational health and safety include the streamlining of procedures within the Occupational Health and Safety Branch in order to provide clients higher levels of service with fewer staff.

RECRUITMENT AND SELECTION

During the past year, issues related to managing the downsizing process, position abolishment, and minimizing any hardship to employees, have had a significant impact on the nature of the work undertaken by the Recruitment and Selection Branch. Considerable time was expended in consultation with legal advisors, the Personnel Directors' Council, and other government jurisdictions to formulate and interpret policies and procedures that would assist in planning for and implementing downsizing activities. It was necessary to develop new internal systems, including a computerized inventory of employees affected by position abolishment to facilitate their referral to other positions. Departments have assisted the Recruitment and Selection Branch in placing these employees in available positions. Consequently, many affected employees have been placed in new jobs. As a result of the 1984/85 position reductions, 175 employees were served position abolishment notice. Of this group, 88 have been placed in permanent positions, 43 have retired, resigned, or refused offers of alternate employment, 42 (eight of which were placed in alternative jobs) have had their rights for referral to existing vacancies expire, and two retain their rights for referral to available vacant positions.

The Recruitment and Selection Branch has been engaged in designing and delivering redeployment counselling programs and information sessions to assist both personnel administrators and employees in dealing with position abolishment. For those employees requiring skills upgrading, branch staff worked with employing departments to arrange some basic training courses such as introductory typing, typing upgrading, and preparing for the job interview. These courses contributed to the success of some employees obtaining other job opportunities within the service.

In keeping with the government's commitment to use the private sector in areas where it is appropriate and economical, the Temporary Staff Service Program was discontinued on June 1, 1984. Departments then began using private sector staffing firms to recruit workers for temporary employment. The transition process involved working with Public Works, Supply and Services to request the proposals from the temporary staffing firms. The submissions were then evaluated and a list of suitable companies from Edmonton and Calgary was compiled for distribution to all departmental personnel offices. A procedures manual was developed and training sessions were provided to departmental representatives. To ensure that the agencies provide a quality service that is cost-effective, the Recruitment and Selection Branch will also perform a monitoring role through regular contact with departments and agencies.

The branch was involved in many special projects including the presentation of two recruitment and selection training modules for personnel administrators, and in conjunction with the Organization Development Division, the development of a new training program to prepare line managers for their role in the recruitment and selection process.

Preparation of the new Recruitment and Selection Manual was completed. This comprehensive source of policies and procedures for the recruitment of employees within government was introduced to departments in September.

SPECIAL PLACEMENT PROGRAM

During 1984, the Special Placement Program provided clients of the program, including individuals who are physically and mentally/emotionally disabled and over age 45, with an opportunity to develop marketable skills to make them more competitive in the restricted labour market. This was accomplished through 82 work experience and assessment projects in 20 government departments.

While some work experience projects are still running, of those that have been completed, 67 percent of partici-

pants have been successful in obtaining employment of limited duration, nine percent are employable and seeking employment, 12 percent have relocated to other centres in Canada, and 12 percent are not capable of competitive employment.

Clients of the program were also placed in permanent, wage, project and temporary positions, resulting in a total of 153 placements, as illustrated in the chart entitled Special Placement Program Statistics 1984 in the statistics section of this report. Due to the limited number of available permanent positions within government, Special Placement Program staff worked closely with client supervisors and administrators in departments to establish Priority Employment Program projects for clients requiring additional work experience. In that regard, 31 clients were placed in Priority Employment Program projects.

Clients were given information and advice on resume writing, interview skills and job search strategies. Assistance regarding employment opportunities and competition procedures was also provided to disabled applicants who were encouraged to pursue employment through regular channels.

Staff from the program developed and delivered training programs for department personnel administrators to ensure awareness of the needs and abilities of disabled persons, and the types of occupations suitable for clients of the program.

OCCUPATIONAL HEALTH AND SAFETY

Occupational Safety Unit

The Occupational Safety Unit provides a resource service to departments in areas of worksite evaluation, safety education, accident reporting and investigation, and emergency evacuation. In addition, the unit also serves as a resource to the Government/AUPE Occupational Health and Safety Committee, Departmental Occupational Health and Safety Committees, and Joint Worksite Health and Safety Committees.

During 1984, considerable priority was placed on program evaluation. The program within each of the major departments was evaluated to determine whether it was continuing to meet its objectives. In all cases, departments have improved since the last evaluation. In addition, a review of the overall program was conducted in light of amendments to Occupational Health and Safety legislation. No major changes to the program were identified as a result of the review.

With the continued support and cooperation of the Alberta Union of Provincial Employees, Joint Occupational Health and Safety Committees at the government, department, and worksite levels were active in carrying out their program responsibilities. For example, the Government/AUPE Occupational Health and Safety Committee met on four occasions. In addition to reporting on a number of program issues, such as the fire season, smoking in the workplace, accident prevention awareness campaigns, employee safety education, and the public service accident/injury experience, the committee also reviewed the new General Safety Regulation. Departmental and Joint Worksite Occupational Health and Safety Committees also continued to function in accordance with their mandate.

To demonstrate that the joint nature of the Safety Program continues to be a key strength, a new approach to training joint worksite health and safety committees was initiated. In addition to redeveloping the training course content, delivery was carried out jointly by AUPE, Occupational Health and Safety Staff, and staff from departments and the Safety Unit.

Safety education continues to be an important factor in the prevention of occupational accidents and injuries. During 1984, the Safety Unit in conjuction with the Organization Development Division delivered a number of safety education programs. These included Supervisors' Accident Prevention, Defensive Driving, Emergency Roadside Survival, First Aid, and Joint Worksite Health and Safety Committee Member training.

In response to new legislation and a need identified through the service wide program evaluation, an "Employee Safety Orientation Program" was implemented. The program was developed by departments and the Safety Unit. The primary purpose for implementing employee safety orientation is to reduce the potential for injury by educating employees to the health and safety requirements of their jobs. It also provides general information to employees about the in-service safety program.

Medical Consultant

The Medical Consultant conducts and coordinates the medical aspects of the various Occupational Health and Safety programs and provides overall direction to depart-

ments in the area of occupational medicine. Key activities in 1984 included coordination of 141 medical examinations for selected at-risk occupational groups and the convening of 56 employee medical reviews at the request of departments.

OCCUPATIONAL HYGIENE

Occupational Hygiene is concerned with potential environmental health hazards such as toxic vapors, dusts and fumes, noise, heat stress, and radiation.

The Occupational Hygiene Unit continued to provide service to departments in the areas of worksite surveys, consultation and information sessions. Approximately 60 in-depth worksite surveys were conducted in various government departments. The surveys include an assessment of the worksite environment together with recommendation for action if required. Information sessions on such topics as hazards applicable to government operations were given to Occupational Health Nurses and department Occupational Health and Safety Coordinators as well as the Government/AUPE Occupational Health and Safety Committee.

The collection of information from manufacturers concerning chemicals used in the public service continued in 1984. Chemical safety data sheets for over two hundred "high priority" chemicals used at government worksites have been prepared. The chemical safety data sheets include information on health effects, safe handling procedures, storage and first aid, emergency fire and spill procedures. The details of the distribution of the data sheets to appropriate worksites were finalized in consultation with user departments. The distribution procedure has commenced.

The Occupational Hygiene Unit undertook major projects this year. These included a thorough review of welding shops and asphalt plants located in government operations. Where necessary, recommendations were made to improve conditions.

DIAGNOSTIC AND REFERRAL SERVICE

The Diagnostic and Referral Service continued to assist and advise employees in obtaining professional help in the treatment of behavioural health problems that impair performance. Consultation was offered to supervisors so that they could participate in helping employees achieve optimum effectiveness at the workplace and in life generally. During the year 1984, there were 546 referrals to the service: 458 (84 percent) of these were first-time referrals, whereas 88 (16 percent) were repeat referrals. Two hundred eighty-five (52 percent) of the clients came from Edmonton, 142 (26 percent) from Calgary, and 119 (22 percent) from other parts of the province.

An internal evaluation of the program activity was conducted for the period July, 1983 to April, 1984. The evaluation provided evidence that the program was being used according to its mandate which is to assess employees' problems and refer them to treatment agencies as required. The evaluation also showed there was a high degree of cooperation by management in helping employees resolve their behavioural health problems. As well, it showed that the clinical policy implemented by Diagnostic and Referral Service in July, 1983 was helpful in ensuring a consistent level of quality service by program staff.

Assistance continued to be provided to the staff development units of various departments in holding stress education seminars for employees. Redeployment counselling seminars were held with personnel administrators of different departments in conjunction with the Organization Development Division. A systematic procedure was adopted to offer Program Awareness seminars to the personnel units of all departments with the purpose of disseminating information on Diagnostic and Referral Service functions among government employees. Direct service on a regular basis was implemented in Red Deer and Lethbridge so that employees in those areas could have easy and prompt access to the program.

OCCUPATIONAL HEALTH SERVICE

During 1984, one of the key activities was an evaluation of program delivery with the objectives of increasing efficiency and maintaining services in accordance with the restraint program. Consequently, regional boundaries were altered and some changes made in the division of responsibilities of regional staff. As a result, services have been maintained in the Edmonton Region with reduced staff, regional workloads have evened out and increased program coverage is being provided in the High Level and Fort McMurray areas.

At the request of departments, pre-placement and periodic medical examinations were instituted for selected at-risk occupational groups. The purpose of these examinations is to determine whether an individual's capabilities

match the requirements of a specific position, to ensure that no predisposing health factor exists that will be adversely affected by the work operation or environment and to ensure that no pre-existing health problem is present which may affect the safety or health of others. The total number of these examinations was 141.

The number of health screening tests required under the legislated programs (Hearing Conservation, Pulmonary Fibrosis and Lead) decreased from 3,637 in 1983 to 3,341 in 1984. This decrease of 8.1 percent was due to downsizing, privatization and increased specificity of exposure criteria and measurements of exposure levels. The decrease was somewhat offset because 1984 was a full testing year for the Pulmonary Fibrosis Program with 459 tests conducted compared to 138 in 1983. An additional factor in the decreased number of audiogram (hearing) tests (2,779 in 1984 as compared to 3,408 in 1983) is that more employees in the program are showing no change in hearing threshold levels so they are tested every two years instead of yearly. This trend is expected to continue as departmental noise control and hearing protection programs become more and more effective. In conjunction with these screening programs, the Occupational Health Service conducted 136 health education presentations dealing with the prevention of ill health effects from noise, silica dust, asbestos fibres and lead. Total attendance at these presentations was 1,593.

The Blood Pressure Screening Program increased by 20.2 percent from 4,934 tests in 1983 to 5,929 in 1984. Four hundred and thirty-three employees, many with previously undetected elevated blood pressure, were referred to their own physicians for medical care. The blood pressure health education program was presented to 349 employee groups with a total attendance of 3,760. In addition to preventing some serious cardiovascular diseases amongst government employees, this program provides valuable opportunities for counselling on other health matters. The latter is true of all screening programs and health counselling during these contacts has both increased in number and broadened in scope.

Overall, the total number of health screening tests increased 7.5 percent from 8,642 in 1983 to 9,288 in 1984.

In response to department requests and employee concerns, a Video Display Terminal (VDT) Health Education Program was added to the other health education priorities of back care and eye care. These programs are in standardized package form and are adaptable to suit the needs of specific worksites. During the year, the back care program was delivered in 45 worksites with 736 in attendance; eye care in 20 worksites with 340 attending and VDT health in 25 worksites with 364 employee participants.

A total of 165 other health education programs on topics such as occupational skin problems, office health and safety, smoking, nutrition and weight control, were conducted. Attendance in these programs totalled 2,188.

The overall number of health education presentations increased by 31.2 percent from 564 in 1983 to 740 in 1984.

A survey was conducted throughout government departments to determine additional priorities for health education topics and target worksites. The findings were compiled and follow up visits made to all Department Personnel Directors/ Safety Managers. As a result, further health education packages are being developed for implementation in 1985.

Another part of the Health Education Program is the monthly distribution of promotional health materials for display at government worksites throughout the province. Over 107,000 pamphlets were received in 412 locations.

The occupational health nurses made 1,480 general visits to government buildings and worksites. In addition, 93 visits were conducted to assist departments in the detection of potential health hazards. Fourteen special joint surveys were carried out with Department Occupational Health and Safety Coordinators. Departments were advised on significant occupational health matters through 998 consultations with department management, occupational health and safety personnel and individual employees.

There are now 144 first aid rooms which have 646 designated first aiders assigned; 96 new first aiders were oriented by the occupational health nurses. Services provided by the first aiders in the first aid rooms numbered 2,948.

Health counselling and referral services by the occupational health nurses totalled 2,233. The number of referrals to private physicians, local health resources and the Diagnostic and Referral Service was 326.

In summary, the Occupational Health Service continues to work closely with departments and other disciplines in the Occupational Health and Safety Branch. There is a continuing increase in awareness of the programs and services available which is reflected in the number of requests for assistance to promote and maintain employee health.

ORGANIZATION DEVELOPMENT DIVISION

During 1984 the division continued to experience a demand from departments for management training and development programs, particularly for organization development consulting services.

The division offers a wide range of programs advertised through its Calendar of Services. These are designed to increase the skills and knowledge of employees as well as to assist in the development of more effective organizations. A series of senior management seminars was again offered for executive and senior officers.

Continued efforts were placed on ensuring that female employees have an opportunity to realize and achieve their career potential. In order to facilitate a firmer relationship between this division and the operating departments, a line woman manager along with a personnel coordinator were appointed by each department's deputy minister.

Within the Native Program efforts continued in assisting departments to develop programs that would encourage Native people of the province to seek employment with the Public Service and to assist Natives employed within the service to take advantage of career opportunities.

Several projects which were initiated by the Organization Development Division in 1983 were implemented this year. They include the implementation of a cost effective revolving fund, charge back system, plus the design of modularized supervisory development programs.

TRAINING AND DEVELOPMENT UNIT

In 1984 there was a continued high degree of participation by departments in the training programs offered by this division.

One new program, Managing the Unsatisfactory Performer, was developed and successfully piloted in 1984 and will be offered on a regular basis in conjunction with the Employee Relations Division. Modules were developed for the new Management Development Course and these will be piloted in 1985. Many of the offerings have been revised and updated with more current back up materials and handouts. The Executive Officer and Senior Officer II series of programs were generally well received and will continue to be offered in 1985.

Several departments have used the organization development consulting services over the past year. In this period, a number of planning, goal setting, and team building activities were facilitated by the Staff Development Officers. In addition, staff members have worked with one department's personnel office to develop a Model for Management Enhancement in a department-wide intervention.

NEW INITIATIVES IN 1984

Managing the Unsatisfactory Performer

This program allows participants to examine unsatisfactory performance and to review the skills necessary to manage unsatisfactory performance.

Western Canada Career Assignment Program (C.A.P.)

The Career Assignment Program (C.A.P.) is a three-phase management development program developed by the federal government. Along with other western provinces and the two territorial jurisdictions, this division in conjunction with the Management Services Division has worked with the federal government in establishing a pilot Western Canada version of C.A.P.

The selection phase was completed in 1984. In 1985 candidates will participate in the education and assignment phases of this program.

Evaluation of the program will take place in 1985.

PERSONNEL PLANNING AND CAREER DEVELOPMENT

The Women's Program

The Women's Program was established in 1977 to "ensure that all groups of people have the same opportunities for employment or career advancement in the Alberta Public Service by providing measures to assist female employees to achieve their career potential."

In 1975 the participation rate for women as a percentage of total work force in the Alberta Public Service was 46 percent; in 1984 it was 52.5 percent.

During 1984 the program has been involved in a variety of activities:

- Delivery of courses for professional/technical level employees who plan to advance to supervisory and management positions
- Ongoing provision of "entry" skills development programs:
  - Dealing With The Public

ORGANIZATION DEVELOPMENT DIVISION

  - Step Two . . . Now You Have The Job
  - Administrative Skills and the Senior Secretary
- Ongoing provision of personal development programs:
  - Preparing For The Job Interview
  - Career Development For Women - Introductory
  - The Career Planning Process
- Ongoing provision of FORUM, a series of seminars/workshops of topical interest to women at supervisory and management levels
- Expansion of the Resource Centre for the use of Women's Program Departmental Coordinators and other professional staff involved in human resource planning and management
- Monitoring other training and development programs in the Staff Development Training Calendar to ensure that all material equitably meets the needs of all employees
- Consulting with agencies knowledgeable on issues which impact the workplace, such as the Alberta Human Rights Commission, and the Women's Secretariat
- Training of new managers and personnel administrators through orientation courses managed by the Personnel Administration Office
- Briefing supervisors, managers and executives on the implicit and explicit forms discrimination can take
- Addition of a line coordinator, appointed by the deputy minister to work with the personnel coordinator in each department to promote initiatives for women to achieve their career potential
- Training departmental personnel practitioners in career counselling skills

Native Careers Program

In keeping with the philosophy of the Personnel Planning and Career Development Unit, that is to provide "equal access to employment, training, promotional and career progression for all Albertans," the Native Careers Program entered into a variety of activities during 1984 to promote the entry and advancement of Native people in the Alberta Public Service. These activities are outlined as external or internal (to the Public Service).

Internal activities included:

- Active membership in the Interdepartmental Committee on Native Employment. Other members include Alberta Manpower, Advanced Education, Native Affairs, Alberta Tourism and Small Business
- Developing internal capabilities to design and deliver Native awareness and cross-cultural courses to various departments, boards and agencies
- Initiating a process whereby the various departments' commitment will be reaffirmed through departmental contact visits (Fall and Winter, 1984-85)
- Chairing selection panels for positions that were directed to Native communities, i.e. Native Liaison Officer
- Providing career counselling and referrals for Native people interested in advertised positions with the Public Service

External activities included:

- Coordinating the representation of 16 Alberta Government departments to the career days on the Blood and Peigan Reserves in Southern Alberta
- Active membership in the "Native Recruitment in Energy" group which includes Husky Oil, Native Outreach, Petro Canada and Dome Petroleum
- Hosting the first organizing meeting of the Alberta Chapter of the Interprovincial Association on Native Employment
- Providing resource work for the federal government's Native Women's Pre-employment Training Program
- Making several presentations at the University of Calgary Faculty of Social Welfare on cross-cultural issues facing Native people and implications for social workers
- Maintaining contacts with various Native communities, notably representatives of the North-Eastern Alberta Chiefs Association (St. Paul, Alberta)

SPECIAL PROJECTS DIVISION

Upon the recommendation of an interdepartmental steering committee, the Personnel Administration Office purchased a new Human Resource Information System. Installation of the new system will commence early in 1985 to be operational in 1986. This system will provide timely and accurate information from a central source, meeting the automated human resource information needs of both the departments and the Personnel Administration Office.

SOUTHERN ALBERTA REGION

In early 1984 the Lethbridge office was incorporated into the Calgary office to form the Southern Alberta Regional Office. This office represents all divisions of the Personnel Administration Office and provides an efficient delivery of services to departmental personnel offices, line management, employees, and the public throughout Southern Alberta.

With the government's emphasis on privatization, Alberta private temporary staffing agencies now handle the placement of employees in short-term assignments. The regional office participated in the establishment of criteria for the selection of agencies to be endorsed, the review of tenders, and the introduction of the new system to user departments. Regular contact with users and the agencies is maintained to ensure that a satisfactory service is being provided.

The downsizing process escalated the need to provide assistance to departments in reviewing requests for exemptions from competition, advising on the redeployment of permanent employees, interviewing and advising employees who received notice of position abolishment, identifying suitable vacancies for redeployment, and interpreting regulations.

The regional office participated in projects such as the development of a registry of comparison positions and the review of classification monitoring procedures. Other classification activity included consultation on non-management classification, training line management and personnel officers (especially in explaining how to identify comparison positions and how to interpret procedures) and allocating positions during peak periods. The level of requests for management classification was sustained.

Upon completion of the revised interview form, training sessions were held throughout the region to familiarize personnel officers with the changes.

The Michener Centre is now encompassed by the Southern Alberta Region. Meetings were held to identify the institution's personnel needs and to establish the means to best meet those needs.

Community contacts have been maintained through visits to educational institutions, departmental offices and facilities, and by participation in several local and national salary surveys. The Regional Office coordinated and promoted the Work Experience Program so that students would be able to gain on-the-job experience in the existing competitive labour market.

STATISTICS

Occupational Health Service Statistics 1984

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	Total
Patient Care						
Occupational Health Nurses	397	292	607	485	452	**2,233**
First Aiders	119	2,392	281	81	75	**2,948**
TOTAL	516	2,684	888	566	527	**5,181**
Preventative Screening Programs						
Audiometric Tests	269	1,259	430	457	364	**2,779**
Pulmonary Function Tests	34	209	75	73	68	**459**
Blood Tests for Lead Exposure	7	59	27	1	9	**103**
Blood Pressure	749	3,226	927	637	390	**5,929**
Other	—	—	—	—	18	**18**
TOTAL	1,059	4,753	1,459	1,168	849	**9,288**
Health Promotion						
Number of Presentations	55	411	130	115	29	**740**
Attendance	908	4,723	1,626	1,360	362	**8,979**

SPECIAL PLACEMENT PROGRAM STATISTICS 1984

NEW CLIENTS 85

Female	66
Male	19

CATEGORIES OF DISADVANTAGED

Physically Disabled	24%
Mentally Disabled	13%
Over Age 45Years	63%

AGE GROUPINGS

18-25	26-35	36-45	46-55	56-65
13%	12%	12%	49%	14%

PLACEMENTS 153*

TYPE OF POSITIONS:	
Permanent	6
Wages	17
Project	38
Temporary	10
Work Experience	59
Assessment	23

INTERVIEWS

CONTACTS:

Initial (Clients)	Follow-up (Clients)	Departments	Agencies
113	283	1,094	305

* Some clients on case load from previous year. These figures do not include disabled persons hired who did not require the assistance of this program.

STAFF DEVELOPMENT LEAVE 1984

DEPARTMENT	COURSE SUBSIDIZATION	EDUCATION LEAVE
Advanced Education	207	4
Agriculture	371	12
Agricultural Development Corporation	30	0
Attorney General	301	0
Chief Electoral Office	4	0
Consumer & Corporate Affairs	102	1
Culture	99	4
Disaster Services	8	0
Economic Development	84	1
Education	68	3
Energy & Natural Resources	134	2
Environment	494	1
Executive Council	4	0
Federal & Intergovernmental Affairs	8	0
Hospitals & Medical Care	288	0
Housing	16	1
Labour	34	0
Manpower	152	0
Municipal Affairs	131	0
Native Secretariat	7	0
Office of the Ombudsman	1	0
Personnel Administration Office	71	0
Public Affairs Bureau	4	0
Public Works, Supply & Services	85	0
Public Utilities Board	49	1
Recreation & Parks	97	0
Social Services & Community Health	1,128	26
Solicitor General	192	4
Tourism & Small Business	88	0
Transportation	628	2
Treasury	296	0
Utilities & Telecommunications	74	0
Workers Health, Safety & Compensation	70	1
TOTALS:	**5,325**	**63**

NOTE: An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government as set out in the Staff Development Leave Regulations.

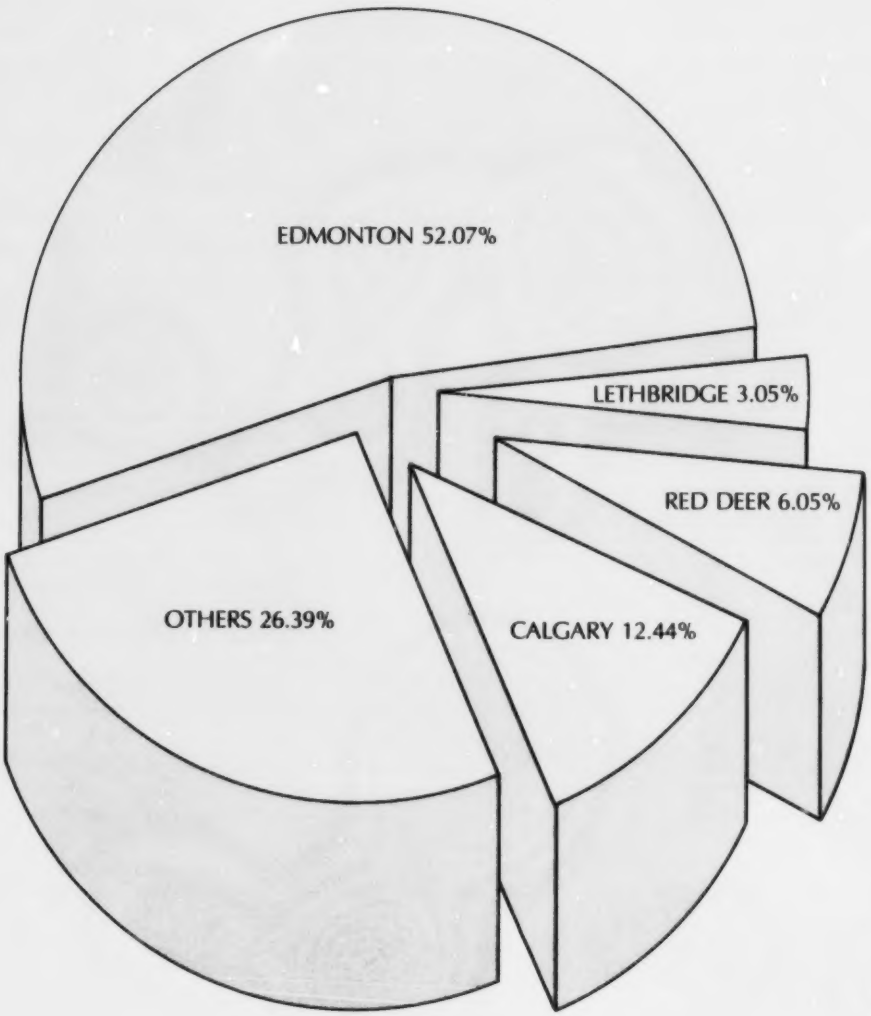
STAFF DEVELOPMENT PROGRAM 1984

COURSE NAME	NUMBER OF COURSES	NUMBER OF PARTICIPANTS	DAYS OF DURATION	TRAINING DAYS
Administrative Skills and The Senior Secretary	10	217	3	651
Advanced Public Speaking	6	62	2	124
Career Development for Women	17	383	3	1,149
Career Planning Process	8	182	3	546
Classification and Compensation	3	46	2	92
Classification and Compensation	3	42	3	126
Consulting Skills I	9	235	5	1,175
Consulting Skills II	4	85	5	425
Coping With Stress	17	422	2	844
Dealing With the Public	10	221	2	442
Defensive Driving	11	188	2	376
Effective Public Speaking	23	295	2	590
Effective Writing Workshop	28	550	3	1,650
Emergency Roadside Survival Training	10	150	2	300
Employee Relations	3	49	4	196
Essentials of Situational Leadership	13	184	3	552
Executive Officer Series	3	49	1	49
Executive Officer Series	2	51	2	102
First Aid Training (See next page)				
Forum	2	160	1	160
Human Resource Management	7	191	6	1,146
Interpersonal Communication	22	418	3	1,254
Joint Worksite Health and Safety Committee	2	29	1	29
Logical and Creative Problem Solving	12	199	2	398
Management Development	11	294	5	1,470
Management, Leadership and Motivation	15	380	6	2,280
Managing Conflict	16	371	2	742
Managing the Decision Process	9	156	3	468
Managing the Planning Process	7	128	3	384
Managing the Unsatisfactory Performer	3	68	3	204
Managing Time	24	518	2	1,036
Managing Time For Team Effectiveness	2	48	2	96
Meeting Skills	10	175	3	525
Native Programs: Cross-Cultural Awareness	3	84	2	168
On-The-Job Training Methods	6	116	3	348
Orientation For Managers	2	59	3	177
Planning For and Managing Change	2	28	3	84
Power and Productivity	8	141	3	423
Pre-Retirement Planning	14	283	2	566

STAFF DEVELOPMENT PROGRAM 1984

COURSE NAME	NUMBER OF COURSES	NUMBER OF PARTICIPANTS	DAYS OF DURATION	TRAINING DAYS
Preparing for the Job Interview	4	71	2	142
Recruitment and Selection Module I	1	16	2	32
Redeployment Counselling Skills for Personnel Officers	3	49	3	147
Report Writing	7	132	2	264
Senior Officer II Series	3	207	1	207
Senior Officer II Series	2	75	2	150
Supervisor in the Automating Office: Managing Human Resources	3	81	2	162
Supervisor's Accident Prevention	2	24	1	24
Supervisor's Accident Prevention	5	78	2	156
Women Entering a Management Role	5	107	4	428
Women Entering a Supervisory Role	14	355	4	1,420
First Aid - Standard Conventional	12	185	2	370
First Aid - Standard Multi-Media	11	193	3	579
TOTAL	**429**	**8,830**		**25,428**

Distribution of Staff by Geographic Location December 31, 1984



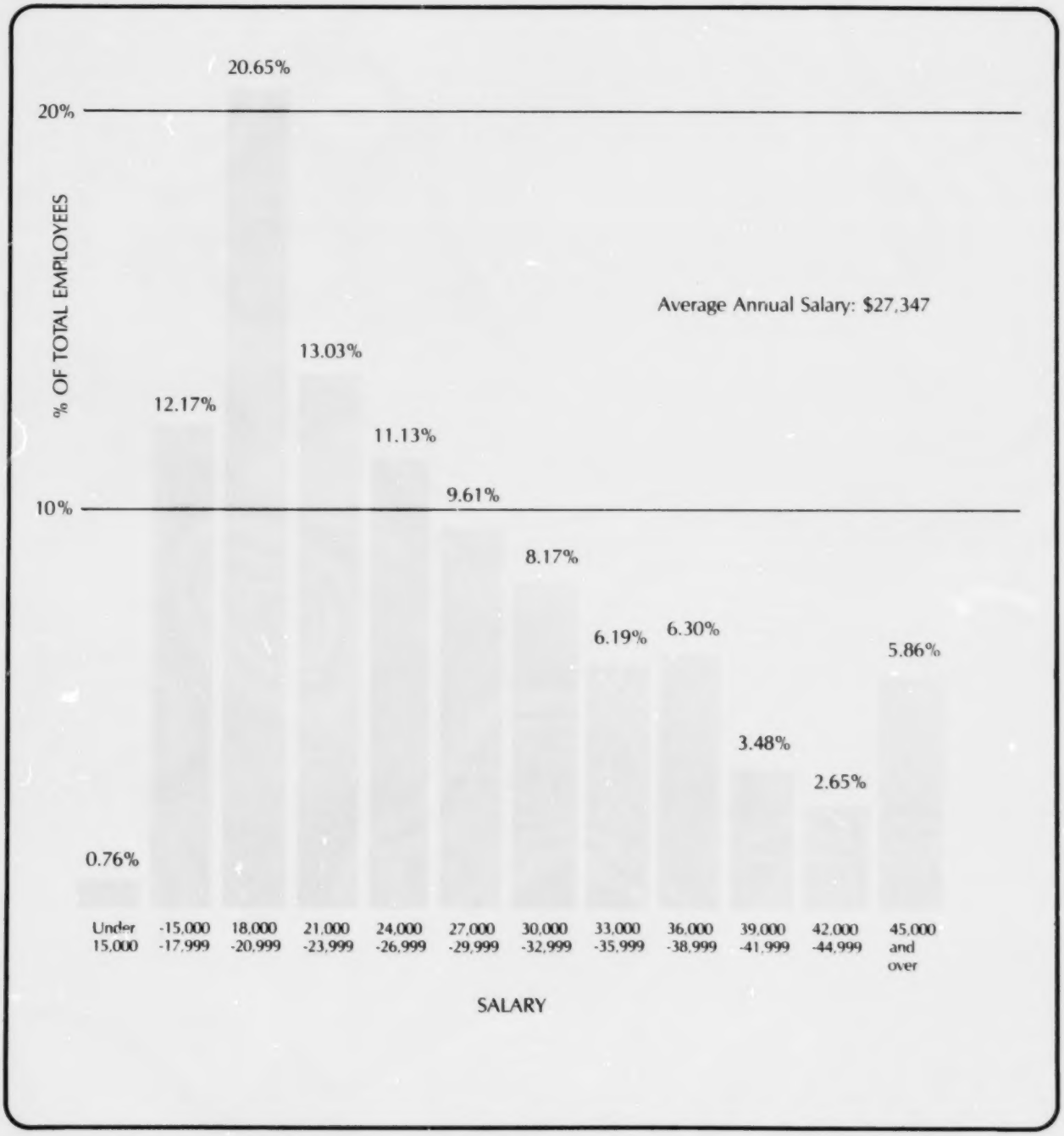
Percentage of Recruitment and Selection Competitions

Advanced Educaton	86	4.67%
Agricultural Development Corporation	17	.92%
Agriculture	85	4.61%
Attorney General	179	9.71%
Auditor General	2	.11%
Consumer and Corporate Affairs	26	1.41%
Culture	30	1.63%
Disaster Services	11	.60%
Economic Development	17	.92%
Education	62	3.36%
Energy and Natural Resources	154	8.36%
Environment	53	2.88%
Federal and Intergovernmental Affairs	2	.11%
Hospitals and Medical Care	100	5.43%
Housing	39	2.12%
Labour	38	2.06%
Legislative Assembly	1	.05%
Manpower	41	2.22%
Municipal Affairs	36	1.95%
Native Affairs	2	.11%
Personnel Administration Office	22	1.19%
Public Affairs	24	1.30%
Public Works, Supply and Services	28	1.52%
Recreation and Parks	17	.92%
Social Services and Community Health	393	21.33%
Solicitor General	178	9.66%
Tourism and Small Business	9	.49%
Transportation	66	3.58%
Treasury	93	5.05%
Utilities and Telecommunications	17	.92%
Workers' Health, Safety and Compensation	15	.81%
TOTAL	1,843	

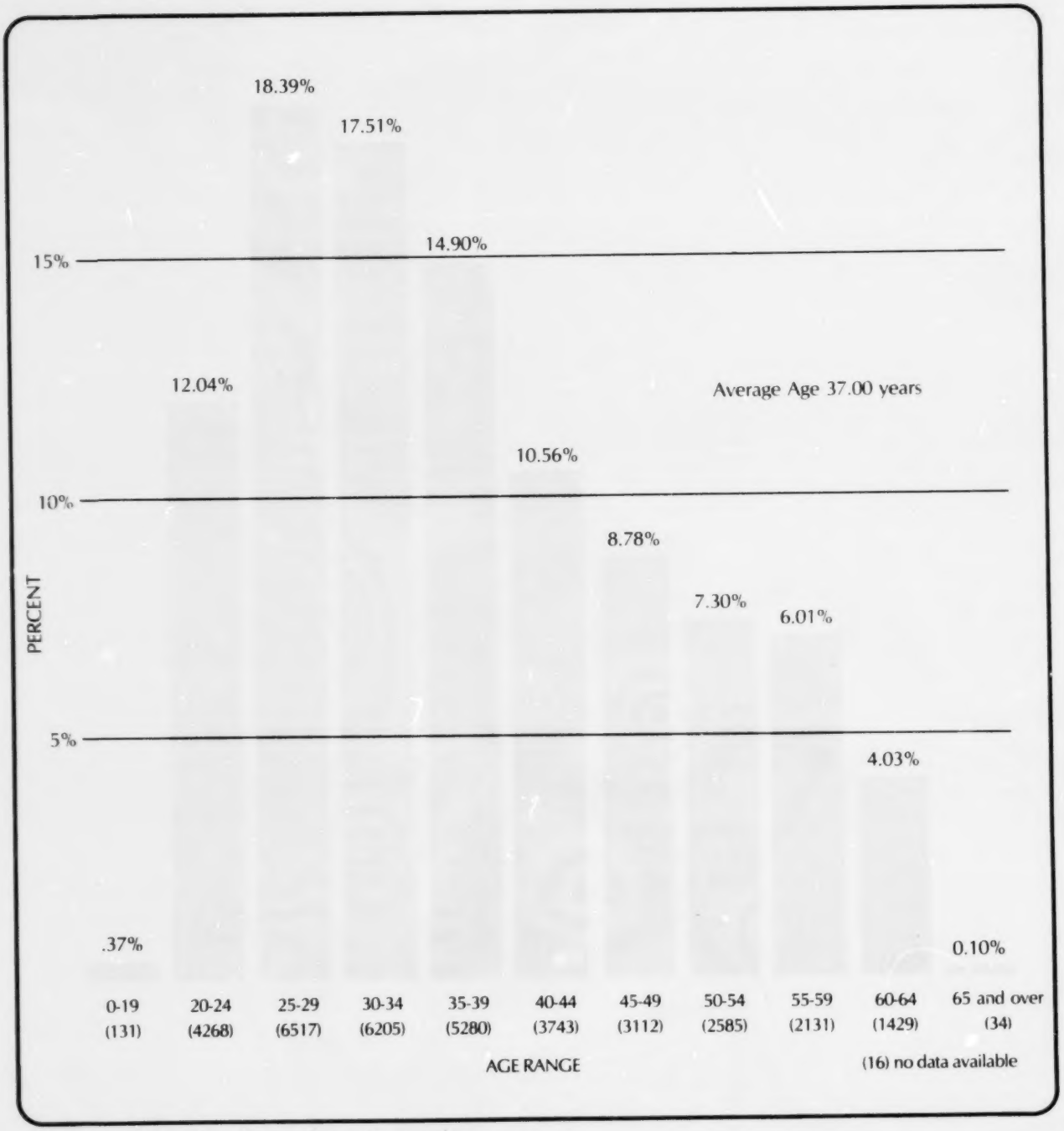
Note: Attorney General includes Utilities Board
Environment includes Environment Council of Alberta

CONDUCTED BY DEPARTMENTS IN 1984

Annual Salary Distribution of Permanent Full Time Employees December 31, 1984



Age Distribution of Salaried Employees December 31, 1984



NOTE: Numbers of employees shown in parentheses

TABLE OF PERSONNEL TRANSACTIONS 1984

Management Position Classifications	Positions Reviewed	991
Employee Turnover	Commencements	3,240
	Terminations	4,999
	Internal Transfers	4,573

Distribution of Permanent Full Time Employees December 31, 1984

Advanced Education	594	(1.88%)
Agriculture	1,312	(4.15%)
Agriculture Development Corporation	148	(.47%)
Attorney General	2,186	(6.92%)
Auditor General	108	(.34%)
Consumer and Corporate Affairs	375	(1.19%)
Culture	389	(1.23%)
Disaster Services	78	(.25%)
Economic Development	183	(.58%)
Education	763	(2.41%)
Electoral Office	7	(.02%)
Energy and Natural Resources	2,446	(7.74%)
Environment	1,013	(3.20%)
Executive Council	31	(0.10%)
Federal and Intergovernmental Affairs	54	(0.17%)
Hospitals and Medical Care	804	(2.54%)
Housing	100	(0.32%)
Labour	546	(1.73%)
Legislative Assembly	49	(.16%)
Manpower	429	(1.36%)
Municipal Affairs	749	(2.37%)
Native Affairs	23	(.07%)
Ombudsman	16	(.05%)
Personnel Administration Office	178	(.56%)
Public Affairs	208	(.66%)
Public Works, Supply and Services	2,912	(9.21%)
Recreation and Parks	571	(1.81%)
Social Services and Community Health	6,097	(19.29%)
Solicitor General	2,530	(8.%)
Tourism and Small Business	165	(.52%)
Transportation	2,800	(8.86%)
Treasury	756	(2.39%)
Treasury Branch	2,617	(8.28%)
Utilities and Telecommunications	164	(.52%)
Workers' Health, Safety & Compensation	206	(.65%)
TOTAL	31,607	

NOTE:
Attorney General includes Public Utilities Board.
Environment includes Environment Council of Alberta.

Percentage of Non-Management Classification Transactions

Advanced Education	228	2.71%
Agriculture	329	3.91%
Agricultural Development Corporation	53	.63%
Attorney General	608	7.22%
Auditor General	2	.02%
Consumer & Corporate Affairs	147	1.15%
Culture	108	1.28%
Disaster Services	16	.18%
Economic Development	32	.37%
Education	194	2.30%
Energy & Natural Resources	768	9.11%
Environment	184	2.18%
Environment Council	2	.02%
Executive Council	2	.02%
Federal & Intergovernmental Affairs	11	.13%
Hospitals & Medical Care	560	6.65%
Housing	85	1.01%
Labour	79	.94%
Legislative Assembly	1	.01%
Manpower	188	2.23%
Municipal Affairs	147	1.75%
Native Secretariat	1	.01%
Personnel Administration Office	58	.69%
Public Affairs Bureau	30	.36%
Public Utilities Board	7	.08%
Public Works, Supply & Services	549	6.52%
Recreation & Parks	41	.49%
Social Services & Community Health	1,627	19.32%
Solicitor General	1,013	12.03%
Tourism & Small Business	60	.71%
Transportation	946	11.23%
Treasury	220	2.61%
Utilities & Telecommunications	48	.57%
Workers' Health, Safety & Compensation	80	.95%
TOTAL	8424	

CONDUCTED BY DEPARTMENTS IN 1984